

**BY ORDER OF THE COMMANDER
AIR FORCE RECRUITING SERVICE**

**AIR FORCE RECRUITING SERVICE
INSTRUCTION 36-2201**



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Personnel

**AIR FORCE RECRUITING SERVICE (AFRS)
TRAINING PROGRAM**

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This instruction implements AFRPD 36-26, Total Force Development, and AFI 36-2201 Air Force Training Program. It establishes requirements for the AFRS Training Program and applies to all levels of command within AFRS. It does not apply to Air National Guard and Air Force Reserve Command units. AFRS/RSOT must approve all subordinate unit supplements to this instruction prior to publication.

Send recommendations for change or comments to this *supplement* using the AF Form 847, *Recommendation for Change of Publication*, to AFRS/RSOT. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. See Attachment 1 for a glossary of references and supporting information.

SUMMARY OF CHANGES

This interim change revises AFRSI36-2201 by removing the X's from Table 1, Line 8 for EA F/C and HP F/C as that requirement is not needed, task is handled by their Production Superintendent and Group In-Field Training. These changes have not been integrated into the basic publication. The reader must use this IC in conjunction with the publication and these changes take precedence. A margin bar (|) indicates newly revised material.

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Section A—Responsibilities

1. AFRS Training Branch (AFRS/RSOT). AFRS training branch personnel will:

- 1.1. Develop training and inspection program policy and guidelines for AFRS.
- 1.2. Serve as the AFRS office of primary responsibility (OPR) for the Air Force Recruiting School.
- 1.3. Serve as the liaison and consultant with the Air Force Recruiting School for the Basic Recruiter Course to ensure the curriculum remains current.
- 1.4. Serve as the liaison with Department of Defense, Air Force, and commercial agencies aggressively researching the latest training concepts and tools for employment within AFRS.
- 1.5. Develop and coordinate HQ AFRS/IGIR (Recruiting Inspector General) inspection checklists.
- 1.6. Develop command job qualification standards (CJQS) for all Air Force specialty code (AFSC) 8R000 tasks.
- 1.7. Maintain and publish a master schedule of AFRS command-wide workshops and training meetings.
- 1.8. Schedule, coordinate, and conduct workshops and training meetings. (See Attachment 2 for further information.)
- 1.9. Standardize command training and evaluation methods, training aids, evaluation, assessment, and training products for AFRS.
- 1.10. Provide the AFRS Commander (CC) with an assessment of AFRS training, evaluation, and inspection programs and processes through use of the following:
 - 1.10.1. Conduct field SAVs as directed or necessary. Conduct field training assistance visits and training oversight as requested or necessary.
 - 1.10.2. Conduct command-wide surveys or training assessment reports to determine the health of the training programs. Review training-related requests for relief action packages.
 - 1.10.3. Compile training status reports for senior leadership as required or directed by higher headquarters.
- 1.11. Provide support to recruiting groups and squadrons as requested or directed, to include being the OPR for training of the five essential elements of marketing.
- 1.12. Online training records system and reports.

2. Group Superintendent (RCG/CCU). Each group superintendent will:

- 2.1. Serve as primary consultant and mentor for squadron superintendents and production superintendents.
- 2.2. Conduct/coordinate experienced production superintendents to conduct shadow training for newly designated squadron production superintendents. Note: This will be done within 120 days prior to or after PCS.
- 2.3. Conduct a visit with each new squadron production superintendent within 120 days of their date arrived station (DAS).

2.4. Conduct in-field visits with all newly assigned squadron superintendents within 120 days of their DAS.

2.5. Review all detail letters and establish training requirement as appropriate.

2.6. Review all requests for relief actions.

3. Group Training Team (RCG/RST). Group training team personnel will:

3.1. Conduct and/or coordinate initial supplemental field training for all production flight chiefs, standardization & training flight chiefs, military entrance processing station (MEPS) liaison supervisors (MLS), operations flight chiefs, recruiting service support (RSS) flight commanders, recruiting service operations (RSO) flight commanders within 120 days of their DAS.

3.2. Conduct and/or coordinate infield financial management training as requested.

3.2.1. Conduct and/or coordinate infield support flight and first sergeant training as requested per Attachment 3.

3.3. Use the appropriate job qualification standard (JQS) or approved training checklist as applicable to conduct infield training.

3.3.1. Forward AF IMT 623a to the squadron training team (RCS/RST) within 30 days after completion of infield training.

3.4. Monitor squadron-training programs and provide the necessary support. Ensure quality and effective programs are in place that will address training needs.

3.5. Prepare an annual workshop schedule (based on fiscal year) containing recruiting group workshops, seminars, SAVs, and meetings.

3.6. Schedule, coordinate, and conduct workshops and meetings as required to support the AFRS mission as follows:

3.6.1. Ensure personnel are scheduled for the earliest possible AFRS and/or recruiting group workshop, as appropriate.

3.6.2. Schedule and coordinate attendance for all AFRS workshops and meetings with the exception of flight chief workshops which is an AFRS/RSOT responsibility.

3.6.3. Schedule, coordinate, and conduct follow-on flight chief workshops to include professional sales coaching (PSC) applications for all enlisted accessions (EA) and health professionals (HP) flight chiefs between 4th and 8th month after training start date.

3.7. Schedule, coordinate, and conduct professional selling skills (PSS) applications with the EA refresher workshop for EA recruiters between their 4th and 8th month after training start date.

3.8. Review training-related relief actions for content and trends. Provide the group superintendent with an assessment of the training provided.

3.9. Review squadron training status reports for compliance with requirements.

3.10. Conduct SAVs and supplemental training at the discretion of the RCG/CC.

4. Squadron Commander (RCS/CC). Each squadron commander will:

- 4.1. Appoint in writing individuals designated to act as certifying officials, and task certifiers other than the production superintendent.
- 4.2. Review recruiter training evaluations and relief packages.
- 4.3. Forward a welcome memorandum to recruiting school students to be assigned to the squadron. Welcome memorandum will inform, encourage, and motivate each new recruiter. (See Attachment 4 for a sample of this memorandum.)
- 4.4. Ensure a sponsor package is mailed to each inbound recruiter in recruiting school. This must be more than a routine sponsorship program; it must be tailored to the unique needs of the new recruiter.
- 4.5. Closely monitor activity levels of new EA recruiters throughout RTP.
- 4.6. Review and approve flight quarterly training meeting agendas.
- 4.7. Review and approve requests for training extensions.

5. Squadron Production Superintendent (RCS/CCY) will:

- 5.1. Serve as primary trainer/mentor for recruiting flight chiefs and as the primary advisor to the squadron commander on all production and training matters.
- 5.2. Select and appoint experienced personnel to conduct shadow training for EA recruiters and production flight chiefs within 60 days of training start date.
- 5.3. Approve shadow training and new recruiter training checklists.
- 5.4. Review flight quarterly training meeting agendas.
- 5.5. Approve training processes for detailed/additional duty personnel as applicable, based on expected duration of detail.
- 5.6. Conduct training evaluations as required. Review and approve training adjustments for production recruiters.
- 5.7. Review training evaluations. Review and approve training plans and modify them as necessary. Review requests for training extensions and make recommendations to the squadron commander. Review training plans every 30 days.
- 5.8. Approve all training plans.
- 5.9. Ensure specific, realistic, measurable, and attainable expectations are levied on recruiters.
- 5.10. Closely monitor activity levels of new EA recruiters throughout RTP and visit each new EA recruiter within the first 120 days of training start date to assess the new recruiters training progression.
- 5.11. Conduct and document all certifications on AF IMT 623a for all production recruiters and flight chiefs. If the squadron production superintendent is unavailable a graduated flight chief may conduct the certification with the group superintendent's approval. Group superintendent's approval may be granted on a case-by-case basis. Use of blanket policy letter is prohibited. Approval may be granted using email or official memorandum and must be attached to the AF IMT 623a documenting the certification.

6. Squadron Training and Marketing Team (RCS/RST) will:

6.1. The Standardization & Training Flight Chief will manage the entire squadron training and marketing program. They will serve as primary trainer for all squadron training and marketing personnel.

6.2. Squadron training and marketing team personnel will:

6.2.1. Develop training process for detailed/additional duty personnel.

6.2.2. Request assistance from the RCG/RST or AFRS/RSOT as needed.

6.2.3. Monitor and track all squadron training programs and identify higher headquarters training requirements to RCG/RST. Suspend flight chiefs for updates to training plans, every 30 days until closed, and review updates for compliance with the training plan.

6.2.4. Advise the commander and production superintendent of suspended training requirements.

6.3. Manage and coordinate the RTP.

6.3.1. The objective of RTP is to provide a transition period for new EA recruiters to learn the basics of recruiting while adjusting to a new environment. The primary objective is to improve performance for recruiters during their initial assignment; the primary benefit is the assurance that new recruiters will be better prepared to make goal. Other expected benefits include improvement of initial training, focus on quality versus speed, and fewer training-related and stress-related relief actions.

6.3.2. Ensure appropriate squadron leadership immediately receives a copy of AFRS Form 9, New Recruiter Personal Biography upon receipt from the Recruiting Schoolhouse.

6.3.3. Coordinate RCS/CC welcome memorandum and sponsor packages sent to new recruiting school students being assigned to the squadron.

6.3.4. Within the first 60 days of the new EA recruiter's assignment, the supervisor (or someone selected by the squadron production superintendent if supervisor is not available) will spend at least 5 full workdays with the new recruiter, providing training. This training will translate the fundamentals taught in recruiting school, demonstrating their application in the recruiter's unique zone using an approved checklist. Realistic expectations will be levied and weekly feedback will be provided.

6.3.5. Coordinate with squadron operations and closely monitor RTP recruiter goaling. Ensure each new recruiter is assigned goal accordingly and look for training opportunities to ensure a smooth transition into recruiting.

6.3.5.1. New EA recruiters will not be goaled for the calendar month of the DAS regardless of the date. The first full calendar month, give a goal of zero; the second full calendar month, give a goal of one; the RTP period will end at the end of the second full calendar month after DAS. The third full calendar month and thereafter, recruiters will receive a goal according to the flight goaling operating instruction (OI). The nine months on full goal plus the 3-month RTP period equal the 12 month rookie year.

- 6.3.5.2. For those recruiters who must attend mandatory formal courses, such as Airman Leadership School (ALS) and Noncommissioned Officers Academy (NCOA), a training adjustment will be completed according to paragraph 12. New recruiter RTP goaling will pick up from the date the recruiter returns from mandatory formal courses. Example: If the recruiter departs for formal school in the first full month (a goal of zero), then the month they return from formal school will also be considered the first full month (a goal of zero). Note: In the training adjustment AF IMT 623a, ensure the class start date and graduation dates are included for cross reference as needed.
- 6.4. Provide infield training to newly assigned production recruiters within 90 days of their training start date using a squadron approved checklist.
- 6.5. Provide training on the training program and training records management to all newly assigned supervisors within 60 days of their assignment.
- 6.6. Provide/coordinate supplemental training to other personnel as requested.
- 6.7. Provide marketing asset training as needed/required.
- 6.8. At least annually, review all training records for all squadron enlisted personnel to ensure required documentation.
- 6.9. Review training records not later than (NLT) 30 days after every mandatory training evaluation unless certification is recommended, then the record must be reviewed NLT 15 days after the recommendation for certification or 15-month evaluation.
- 6.10. Suspend appropriate responsible agents for completion of required documentation and brief the squadron production superintendent monthly on results.
- 6.11. Act as the liaison between the squadron and host base education and training section.
- 6.12. Prepare monthly training status reports (TSR) and submit them to RCG/RST to arrive NLT the third workday of each month. TSR will include the number of recruiters authorized, number of recruiters assigned, number of recruiters in training, and (or) number of EA recruiters in RTP.
- 6.13. Review recruiter training-related relief actions, and provide an assessment of training to the squadron production superintendent.
- 6.14. Review quarterly training meeting agendas to ensure a focus on quality training. Training should address squadron and higher headquarters emphasis issues and target unique flight production and/or training deficiencies. Use the sales performance tool kit (SPTK) during training meetings to reinforce PSS.
- 6.14.1. Forward quarterly training meeting agendas to the production superintendent to review and to the commander for approval.
- 6.15. Initiate training records on newly assigned enlisted personnel during in-processing.
- 6.16. Schedule required supplemental training according to this instruction and as follows:
- 6.16.1. Ensure the operations flight chief provides training to production flight chiefs within 30 days of their training start date on goal allocation, zoning, incentive awards programs, market surveys, and operating instruction (OI) preparation.

6.16.2. Develop an in-processing checklist to ensure local requirements for logistics, finance, knowledge operations, and computers are trained/briefed and leadership orientations are accomplished.

6.16.3. Coordinate shadow training for production recruiters and production flight chiefs.

6.16.4. Review production performance evaluations as requested or necessary, and analyze the evaluations to identify training needs and assist in the training process.

6.16.5. Provide in-field marketing training to production recruiters within 120 days of their training start date using an approved checklist.

6.16.6. Request in-field training for support personnel as needed per Attachment 3.

7. Supervisor. Each supervisor will:

7.1. Conduct and document an initial orientation within 30 days of the date assigned. At a minimum, the orientation will cover standards, expectations, and operating procedures.

7.2. Conduct training on all core (critical) tasks within 60 days of training start date.

7.3. Serve as the primary trainer. If primary trainers are unavailable there may be exceptions when a better training option exists by assigning someone other than the immediate supervisor as the primary trainer. The squadron production superintendent will review exceptions, and the commander will approve them.

7.4. Validate/accept training of all assigned personnel within 60 days of the supervisor's arrival. This evaluation will result in either acceptance or non-acceptance of each individual's previous training. If an individual's training is not accepted, decertify tasks as appropriate, and establish a training plan tailored to meet the needs of the individual. Document the validation results and training plan (if needed) on AF IMT 623a and file in Tab 2 of the AF Form 623. Send training requirements to RCS/RST for review. The production superintendent must approve the training plan.

7.5. Conduct and document evaluations and task certifications according to the JQS and this instruction. Maintain the AF Form 623. To decertify a task, cross out or erase the certification date and certifier's initials. On the AF IMT 623a, annotate the specific tasks and subtasks decertified and a plan to retrain to proficiency. File the information in Tab 2 of the AF Form 623. Document all training for decertified tasks on AF IMT 623a, and file in Tab 3 of the AF Form 623.

7.6. Ensure all required supplemental training is provided for subordinates and is properly documented. Newly assigned production recruiters will receive a minimum of 5 full workdays of critical task training within the first 60 days of assignment from their flight chief (or someone selected by the squadron production superintendent if no flight chief is assigned).

7.6.1. MLS. The MLS will conduct or coordinate MEPS training for one day within 60 days of the training start date for newly assigned EA recruiters. The MLS will conduct MEPS orientation for newly assigned production recruiters and flight chiefs within 60 days of their assignment. Tailor this training to the needs of each individual and document on AF IMT 623a.

7.7. Meet all responsibilities of the RTP.

Table 1. Required or Supplemental Training.

Training	Due Date (from TSD)	EA	LO	HP	EA F/C	HP F/C	Ops F/C	RST F/C	RSS / RSO CC
1. Operations	30 Days				X	X			
2. RST Initial Training Orientation	30 Days	X	X	X	X	X			
3. Supervisor's Initial Orientation	30 Days	X	X	X	X	X	X	X	X
4. 5 Day Core Task Training	60 Days	X	X	X	X	X			
5. Shadow Training	60 Days	X	X	X	X	X			
6. MEPS Training/Orientation	60 Days	X							
7. Acceptance/Validation of Training	60 Days	X	X	X	X	X			
8. RST Infield Training	90 days	X	X	X					
9. Marketing Infield Training	120 Days	X	X	X					
10. Production Superintendent Validation	120 Days	X							
11. RCG Infield Training	120 Days				X	X	X	X	X
12. PSS Applications/EA Refresher	120-240 Days	X							
13. PSC Applications/FC Refresher	120-240 Days				X	X			

Section B—Training Process**8. Overview:**

8.1. Initial training is defined as all training for recruiters placed in production duty positions (that is, EA and HP recruiters and EA and HP flight chiefs). The supervisor will use the JQS and be responsible for certifying each task and conducting the training evaluations. The process is as follows:

8.1.1. Together, the JQS and AF IMT 797, *Job Qualification Standard Continuation/Command JQS*, serve as the basic training plan for conducting training of each recruiting position (production and nonproduction). (AF IMT 797 is prescribed by AFI 36-2201, Volume 3. Refer to that publication for guidance on filling out the form.)

8.1.2. JQS tasks are time phased according to the critical nature and mission impact each task carries. In time-phasing, the first number indicates the earliest a task may be closed; the second number indicates the time when the task must be rated satisfactory. For

example, a task time phased as (4-8) means the earliest the task may be closed is the fourth month, and a satisfactory level must be achieved by the eighth month. Tasks identified as critical tasks will have documented training within the first 60 days regardless of the time phase of the task.

8.1.3. For production recruiters and flight chiefs, the primary trainer will concentrate on providing critical task training until the satisfactory level is reached according to the time phases in the JQS. The trainee will initial the appropriate JQS task each time training is conducted on that task. The primary trainer will initial and date the task when the satisfactory level is reached.

8.1.4. For AFSC 8R000 personnel in nonproduction positions (task certification training), the supervisor and (or) primary trainer will ensure training and task certification are accomplished per the appropriate JQS.

8.1.5. To decertify a task, simply cross out or erase the certification date and certifier's initials on the JQS. On AF IMT 623a, annotate specific tasks and subtasks decertified and a plan to retrain to proficiency. Document all training for decertified tasks on AF IMT 623a.

8.1.6. Document and track required training evaluations, required supplemental training, and RTP activities on AF IMT 1098, Special Task Certification and Recurring Training, and file them in Tab 1 of AF Form 623. Document all supplemental training (training conducted by someone other than the primary trainer) on AF IMT 623a, and file under Tab 3 of AF Form 623. (AF IMT 1098 is prescribed by AFI 36-2201, Volume 3. Refer to that publication for guidance on filling out the form.)

8.2. The training period will normally last no more than 12 months. Refer to Table 1. for required or supplement training due dates.

Section C—Certifications

9. Initial Training Certification:

9.1. Conduct certification evaluation on all production recruiters in training within 45 days after recommendation by the flight chief and/or primary trainer. Individuals may be certified any time after the eight-month training evaluation. Note: Document all certifications on AF IMT 623a.

9.2. If the production superintendent or designated certifying official does not concur with the recommendation and/or does not certify the recruiter, the reasons will be documented on AF IMT 623a. Initiate a training plan identifying areas of concern and a plan to fix them. If the training plan was created by someone other than the production superintendent, the production superintendent must approve the plan.

10. Task Certification. Nonproduction recruiting personnel are considered to be in task certification training. This certification will be conducted by the production superintendent or a designated graduated flight chief, previously certified in the task. The task certification training process may come to a close any time after completion of the sixth month and must be closed by the twelfth month of training. The tasks must be performed at the satisfactory level prior to certification.

Section D—Exceptions to Training

11. General. Under unusual circumstances, squadrons may request an AFSC 8R000 individual be exempted from attending a scheduled higher headquarters workshop. AFRS/RSO is the approval/disapproval authority.

12. Adjustments in Training. Use an adjustment when either the primary trainer or the trainee is unavailable for training for periods totaling 30 consecutive days or more. Adjust training for whatever period the primary trainer and/or trainee is unavailable. The flight chief (or person appointed by the production superintendent if no flight chief is assigned) will request adjustments in writing from the production superintendent through the RCS/RST. The production superintendent is the approval authority for all training adjustments. Document approval on AF IMT 623a, and file it in Tab 2 of AF Form 623.

13. Extensions in Training. The flight chief (for EA and HP recruiters) and the production superintendent (for EA and HP flight chiefs) may request a 90-day training extension as a result of an unsatisfactory 12-month training evaluation or failure to be certified. The RCS commander is the approval authority for this extension. Not counting adjustments in training, the total time in training will normally not exceed 15 months. However, under unusual circumstances, extensions beyond 15 months may be requested. Forward these requests to the RCG commander for approval. The 15-month evaluation and training plan must accompany the request and arrive at RCG/RST NLT 30 days after the evaluation.

14. Training Evaluations:

14.1. Training evaluations are mandatory for production recruiters and production flight chiefs as follows:

14.1.1. Conduct a 4-month training evaluation no earlier than (NET) 90 days but NLT 150 days after the training start date.

14.1.2. Conduct the 8-month training evaluation NET 210 days but NLT 270 days after the training start date. This is the earliest evaluation in which a recruiter may be recommended for certification.

14.1.3. Conduct the 12-month training evaluation (if required) NET 335 days but NLT 395 days after the training start date.

14.1.4. Conduct the 15 month evaluation (if required) NET 455 days but NLT 485 days after the training start date.

14.2. Evaluate each task using the following proficiency levels: (1) satisfactory—this level indicates the recruiter can do all parts of the task, needs only a spot check to complete work, and meets local demands for speed and accuracy while meeting production requirements; (2) unsatisfactory—this level means the trainee is unable to do simple parts of the task and needs to be shown how to do most of the task. Trainers will demonstrate each task and then observe trainee performance until the satisfactory level is reached, as follows:

14.2.1. Any core (critical) task rated unsatisfactory on the JQS will result in the entire evaluation being rated unsatisfactory. The evaluator must adhere to time phases identified for each task. They will ensure the supervisor has properly identified the training

deficiencies and prepared an effective training plan to correct those deficiencies. The squadron production superintendent must approve all training plans.

14.2.2. For unsatisfactory training evaluations, the supervisor prepares a plan to correct identified deficiencies and obtains approval by the production superintendent. (**Note:** Forward the recruiter's AF Form 623, evaluation, and training plan to RCS/RST NLT 10 days after the evaluation date.) Concentrate training on the deficient tasks until the satisfactory level is reached. Document all training conducted as a result of an unsatisfactory training evaluation on AF IMT 623a, route through RCS/RST and the squadron production superintendent every 30 days until complete, and file under Tab 3 of AF Form 623. The supervisor may continue to train on deficient tasks and reevaluate on the next time-phased evaluation or annotate the satisfactory level has been reached for each task and close the training plan. The closing action must state that proficiency in the previously deficient area has been achieved and that no further training in the area is required. This must be documented on AF IMT Form 623a and filed under Tab 3 of the AF Form 623. Production superintendent must approve closing of the training plan.

14.2.3. If a production recruiter's cumulative net reservation production while in training (training start date) is less than 100 percent, the flight chief will justify and the production superintendent will review any training evaluation rated satisfactory.

14.2.4. Document training evaluations for recruiters on an overprinted AF Form 623a provided by AFRS/RSOT. Supervisors should document task closure from the JQS onto the appropriate training evaluation AF IMT 623a as training progresses, instead of attempting to evaluate all required tasks at one time.

15. Quarterly Training Meetings:

15.1. These are formal, mandatory, training meetings held by production flights to provide training on PSS and identified deficiencies. They are also held to motivate recruiters and instill esprit de corps. The SPTK must be used during training meetings to reinforce PSS. Flight chiefs will prepare and forward agendas through RCS/RST for the production superintendent to review and forward to the commander who will approve or disapprove it. Joint meetings between flights are highly encouraged. Ensure a copy of the agenda is forwarded to each representative invited to attend the training meeting.

15.2. The total length of training to include lectures (briefings) will be at least one-half of the total number of normal duty hours devoted to the meeting. Recruiting groups may conduct training meetings as deemed necessary by the RCG/CC.

15.3. When possible, a representative from the squadron training team will attend each quarterly training meeting. Other recruiting squadron and group representatives are encouraged to attend to provide different perspectives on issues and training concepts. Document training provided during these meetings on AF IMT 623a. Note: One all-inclusive AF IMT 623a may be used for all training conducted.

16. Annual Training Meetings. These meetings are a mandatory portion of the recruiting squadron's annual training. The total length of training to include lectures (briefings) will be no less than one-half of the total number of normal duty hours devoted to the meeting. Document training provided during these meetings on AF IMT 623a. Note: One all-inclusive AF IMT 623a may be used for all training conducted.

BALAN R. AYYAR, Brigadier General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFMAN 33-363, *Management of Records*, 1 March 2008
AFPD 36-26, *Total Force Development*, 27 September 2011
AFRSI 36-2101, *Air Force Recruiting Service (AFRS) Military Personnel Programs*, 26 May 2004

AFI 36-2201, *Air Force Training Program*, 15 September 2010, Incorporating Change 1, 8 March 2011

AFRSI 90-201, *Air Force Recruiting Service (AFRS) Inspection Programs*, 27 October 2011

Prescribed Form

AFRS Form 9, New Recruiter Personal Biography

Adopted Forms

AF Form 623, *Individual Training Record Folder*

AF IMT 623a, *On-the-Job Training Record Continuation Sheet*

AF IMT 623b, *Individual Training Record Label*

AF IMT 797, *Job Qualification Standard Continuation/Command JQS*

AF IMT 1098, *Special Task Certification and Recurring Training*

AFRS Form 1374, *Recruiter Evaluation*

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFRS—Air Force Recruiting Service

AFSC—Air Force specialty code

ALS—Airman Leadership School

CC—commander

CCU—superintendent

CCY—production superintendent

CFETP—career field education and training plan

CJQS—command job qualification standard

DAS—date assigned station

DCO—Defense Connect Online

EA—enlisted accessions

FC—flight chief

HP—health professions

IM—information management
JQS—job qualification standard
LO—line officer accessions
MEPS—military entrance processing station
MLS—MEPS liaison supervisor
NCO—noncommissioned officer
NCOA—Noncommissioned Officers Academy
NET—not earlier than
NLT—not later than
OI—operating instruction
OPR—office of primary responsibility
PCS—permanent change of station
PSC—professional sales coaching
PSS—professional selling skills
RAP—Recruiter Assistance Program
RCG—recruiting group
RCS—recruiting squadron
RSI—Recruiting Service Information Technology Division
RSO—recruiting service operations
RSOT—Recruiting Service Training Branch
RSS—recruiting service support
RSSF—recruiting group financial management
RSSI—recruiting service support information management
RSSL—recruiting service group or squadron logistics
RSSP—recruiting service support personnel
RST—recruiting service training and marketing branch
RSXL—recruiting service logistics
RTP—recruiter transition program
SAV—staff assistance visit
SPTK—sales performance tool kit
TSR—training status report

Terms

Core (Critical) Task—Those tasks essential to a production recruiter's success. Refer to applicable JQS.

Date Assigned Station (DAS)—The date the recruiter signs into the squadron.

Initial Training—All training for recruiters placed in production duty positions (that is, EA, LO, and HP recruiters and EA and HP flight chief positions).

Job Qualification Standard (JQS) and AF Form 797, Job Qualification Standard Continuation/Command JQS—These documents serve as the training plan for conducting the training of each recruiting position (production and nonproduction).

Production Supervisor—All production flight chiefs and production superintendents.

Recruiter Transition Program (RTP)—A comprehensive program designed to improve the initial Training process. (quality training is the program's main objective)

Supplemental Training—Training provided by someone other than the primary trainer.

Task Certification Training—Training for recruiters placed in nonproduction duty positions (MEPS, operations, marketing, and squadron training).

Training Needs Assessment—Initial evaluation of the skills and knowledge of each recruiter (whether in training or certified) assigned to a flight or section to be conducted by newly assigned supervisors within 60 days of DAS.

Training Start Date—The DAS (PCS involved) or date assigned duty position (no PCS involved). This is the same date entered in the Military Personnel Data System (MilPDS).

Attachment 2

AFRS SPONSORED WORKSHOPS AND ORIENTATIONS

A2.1. Objective. The objective of AFRS-sponsored workshops is to enhance professional development by providing training, guidance, mentoring and/or orientation to AFRS personnel. As a minimum, new personnel assigned to specific AFRS positions will attend workshops or participate via DCO. All workshops are mandatory unless waived by AFRS/RSOT.

A2.2. AFRS/RSOT Responsibilities and Attendance Guidelines. AFRS/RSOT will schedule and coordinate with RCG/RST, and will:

A2.2.1. Conduct a workshop for new squadron commanders.

A2.2.2. Conduct an orientation (HQ immersion) for new production superintendents.

A2.2.3. Conduct a workshop for new group and squadron flight commanders (RSS, and RSO).

A2.2.4. Conduct a workshop for new operations flight chiefs.

A2.2.5. Conduct a MEPS workshop for new MLS and new MEPS liaison NCOs.

A2.2.6. Conduct an initial flight chief training workshop for all new EA and HP flight chiefs. This will be scheduled by AFRS/RSOT upon receipt of assignment and all attempts will be made for members to attend prior to PCS, if this is not possible the losing group superintendent must approve.

A2.2.7. Conduct an initial HP recruiter training workshop for all new HP recruiters to include advanced HP PSS training. This will be funded by the unit the member is attached to while attending the workshop.

A2.2.8. Conduct a train-the-trainer workshop for new squadron trainers. This workshop is mandatory for all newly assigned squadron trainers, and squadron standardization & training flight chiefs. Note: If any former squadron trainer attended the workshop in the past and is now assigned to a duty position as a senior trainer, attendance to this workshop is not mandatory.

A2.2.9. Coordinate and host all PSS facilitator/instructor certifications.

A2.2.10. Coordinate PSS core facilitator/instructor certifications for new recruiting school instructors.

Attachment 3

TRAINING FOR RECRUITING SERVICE FIELD SUPPORT PERSONNEL

A3.1. Objective. The objective of this training is to provide regulatory guidance to ensure timely, quality training for newly assigned RSS personnel, including information management, systems administration, finance, logistics, and personnel NCOs.

A3.2. AFRS Responsibilities. The appropriate HQ AFRS division will provide and oversee training as outlined in this attachment. Training may be onsite, video teleconferencing, or computer-based as required or available. Program responsibilities are shown in Table A3.1.

Table A3.1. HQ AFRS Program Responsibilities.

Program	HQ AFRS OPR
Military and Civilian Personnel	RSX
Security Management	RSI
Emergency Management	RSX
Antiterrorism/Force Protection	RSX
Operations Security (OPSEC)	RSX
Furniture & Equipment	RSX
Vehicles	RSX
Support Agreements	RSX
Reports of Survey	RSX
ADPE	RSI
Long-Haul Telecommunications	RSI
Real Estate	RSX
Leased Family Housing	RSX
Resource Management	FM
Marketing	RSM
Safety	SE

A3.3. Group Responsibilities. RCG/RST will coordinate and track training to ensure compliance with this instruction. The appropriate group functional area will provide training as requested and as outlined in this attachment. Training may be onsite, video teleconferencing, or computer-based as required or available.

A3.4. Squadron Responsibilities. RCS/RST will ensure the appropriate AF IMT 797 is included in the AF Form 623 for all newly assigned RSS flight enlisted personnel (non-AFSC 8R000).

A3.5. Client Systems Managers (RSSI):

A3.5.1. All client systems managers will complete the mandatory training requirements as determined by HQ AFRS/RSI.

A3.6. Financial Management NCO (RSSF). HQ AFRS/FM or RCG/RSSF will provide training to newly assigned group finance NCOs as requested.

A3.7. Logistics/Marketing NCOs (RSSL):

A3.7.1. RCG/RSSL or an appointee from a RCS/RSSL will provide training to newly assigned squadron logistics managers as requested.

A3.8. Personnel NCOs (RSSP):

A3.8.1. HQ AFRS/RSSP or an appointee from a RCG/RSSP will provide training to newly assigned group personnel NCOs as requested.

A3.8.2. RCG/RSSP or an appointee from a RCS/RSSP will provide training to newly assigned squadron personnel NCOs as requested.

A3.9. Group and Flight Secretaries:

A3.9.1. RCG or an appointee from a RCS will provide training to newly assigned Group and Flight Administrators as requested.

A3.10. Recruiting Support Managers:

A3.10.1. RCG or an appointee from a RCS will provide training to newly assigned Recruiting Support Managers (Logisticians) as requested.

A3.11. Unit Program Coordinators:

A3.11.1. RCG or an appointee from a RCS will provide training to newly assigned Unit Program Coordinator as requested.

A3.12. First Sergeant (CCF):

A3.12.1. Each newly assigned first sergeant will participate in shadow training. The orientation will be with an AFRS first sergeant with at least one year of AFRS first sergeant experience. While this will usually be at the location of the first sergeant providing the training, the RCG/CCU has the discretion to authorize the first sergeant providing the training to travel to the new first sergeant's location. The orientation length will be determined by the needs of the facilitator and attendee, and should be accomplished within the first 60 days after the new first sergeant's DAS. As a minimum, use the following as a basis of discussion topics:

A3.12.1.1. TRICARE issues – medical and dental, locating providers (if available, new first sergeants should attend the TRICARE orientation course within their first 12 months of assignment to AFRS.)

A3.12.1.2. Relief packages – process and procedures.

A3.12.1.3. Geographically separated units challenges – urinalysis, PFT, PHA, dental.

A3.12.1.4. Malpractice issues to include unprofessional relationships.

A3.12.1.5. Integrity issues with recruiters; for example, use of vehicles, phones, stamps, prequalifying applicants, travel card, etc.

A3.12.1.6. Relationship to host base as well as other military bases within recruiting zones.

A3.12.1.7. Tips on conducting effective office visits.

A3.12.1.8. Professional military education scheduling and obtaining funding for ALS—scheduling intricacies; for example, how many from EA at a time, and scheduling MEPS at the end of the year, etc.)

A3.12.1.9. OPREP reporting for personnel accidents, injuries, and/or suicide attempts.

A3.12.2. The first sergeant providing the training shall forward an AF IMT 623a, or a memorandum for record to RCG/RST within 15 calendar days of completing the training. RCG/RST will maintain the AF IMT 623a and use this method to track accomplishment of the orientation and maintain oversight of this program.

A3.13. Squadron Superintendents (CCU):

A3.13.1. Each newly assigned squadron superintendent who has never served in an 8R000 duty position will participate in a shadow orientation. The orientation will be with an AFRS squadron superintendent with at least 1 year of AFRS squadron superintendent experience. While this will usually be at the location of the superintendent providing the training, the RCG/CCU has the discretion to authorize the superintendent providing the training to travel to the new superintendent's location. The orientation length will be determined by the needs of the facilitator and attendee and should be accomplished within the first 60 days after the new superintendent's in-processing.

A3.13.2. The superintendent providing the training shall forward an AF IMT 623a, or a memorandum for record to RCG/RST within 15 calendar days of completing the training. RCG/RST will maintain the AF IMT 623a and use this method to track accomplishment of the orientation and maintain oversight of this program.

A3.14. Providing Onsite Training. In two-person-deep group positions, the appropriate HQ AFRS division OPR will determine if in-place NCOs have sufficient knowledge and experience to provide onsite training. In two-person-deep squadron positions, the RCG/RSS will determine if in place NCOs have sufficient knowledge and experience to provide onsite training.

Attachment 4

SAMPLE RECRUITING SQUADRON RTP WELCOME MEMORANDUM

(Date)

MEMORANDUM FOR (GRADE/NAME)

FROM: XXX RCS Commander

Street

City State ZIP

SUBJECT: Welcome to the XXX Recruiting Squadron!

1. Congratulations on your upcoming assignment to Air Force Recruiting Service and welcome to the XXX RCS! We are looking forward to adding you to our team of professionals. Even as you're beginning to appreciate recruiting's challenges and rewards, we understand you may have some questions. In the XXX RCS, we want to ensure you get the information needed to make your upcoming transition as smooth as possible.

2. We do not wish to intrude on your studies, but we definitely want to make ourselves available should you have any questions or just want some advance information on what to expect. Toward that end, your sponsor is _____, DSN____-____. His/her job is to find information, help solve problems, meet you when you arrive, and make it easier for you to in-process and get settled. Please keep him/her advised of your plans and relocation needs. Additionally, here is some contact data we encourage you to use at your convenience:

Sponsor: _____ Phone: _____ e-mail: _____

Flight Chief: _____ Phone: _____ e-mail: _____

First Sergeant: _____ Phone: _____ e-mail: _____

Production Superintendent: _____ Phone: _____ e-mail: _____

Superintendent: _____ Phone: _____ e-mail: _____

Commander: _____ Phone: _____ e-mail: _____

3. Up to 8 days of permissive leave are authorized for house hunting, and it begins after you sign into the squadron. If you take permissive leave for house hunting prior to signing in, it counts as regular leave. If, after graduating from recruiting school, you decide to make an advance trip to the area for house hunting, you can take up to 10 days. However, you will have to return to your current unit before being released from the base. Be sure to check with the base housing office or applicable point of contact before you sign a housing contract; this is an Air Force requirement.

4. You will be able to get some things done before you sign in, but certain items such as travel pay can only be done afterward. I encourage you to sign in as soon as possible. Remember, your sponsor and flight chief are here to help you through the first few weeks—be sure to use them.

5. Once you're on board, we have a number of programs to help acclimate you and your family (if applicable). These include programs such as Lifeworks, a 24-hour toll-free calling system to get immediate information and help; TRICARE Prime Remote; and other helpful squadron programs.

6. Again, welcome! I invite you to contact me directly if there is anything I can do to make your move better. I'm at DSN ____-_____, COMM (____) ____-_____.

XXXXXXX X. XXXXX, Grade, USAF

Commander

Attachment 5**COMMAND MASTER RECRUITER AND MASTER RECRUITER
RESPONSIBILITIES****A5.1. AFRS Master Recruiters (MR).**

A5.1.1. AFRS MRs are expected to understand that the responsibility for the deliberate development of AFRS' professional recruiting force rests with them, take that responsibility seriously, and apply leadership and mentoring in support of command strategies and goals, and the professional growth of AFRS's Airmen whenever and wherever needed.

A5.1.2. AFRS MRs will serve on command professional development and mentoring teams.

A5.2. AFRS Command Master Recruiter (CMR) Council.

A5.2.1. The AFRS CMR council represents the senior most level of recruiting experience and expertise and serves as the primary advisory body to the AFRS CC on all recruiting issues. The council will report directly to the AFRS CC, primarily through the chairman.

A5.2.2. AFRS CMRs will conduct an annual review of command deliberate development and training policies, procedures and processes, manage the command Professional Development & Mentoring team program, visit the AFRS Recruiting School and provide feedback to the Commandant on training, develop continuing education opportunities for Senior and Master Recruiters, and monitor the professional development/progression of the command's CCYs. Additionally, the council may meet on any issue considered by the council and or the AFRS CC to be in the best interest of the command and provide the AFRS CC feedback and advice. (See AFRS supplement to AFI-2117).